

# **Influence of Customer Care Management Practices on Customer Loyalty at University of Cape Coast Water Unit (U-Splash), Ghana**

**Millan Ahema Tawiah**

Teaching and Examination Section, Director of Academic Affairs, University of Cape Coast,  
Ghana

DOI: 10.6007/IJARBS/v7-i9/3320 URL: <http://dx.doi.org/10.6007/IJARBS/v7-i9/3320>

## **Abstract**

The purpose of the study was to examine the influence of Customer Care Management Practices (CCMP) on customer loyalty at the University of Cape Coast Water Unit (UCCWU), Cape Coast, Ghana. The study further looked at the relationship between CCMP, customer satisfaction and customer loyalty. The correlational study design was employed. The sample size for the study was 260 customers. The lottery method of simple random sampling technique was used in selecting the respondents. Questionnaire was the instrument used in collecting data; even though three of the most experienced customers were interviewed randomly using the questionnaire as a guide. The study obtained 247 completed questionnaires from the respondents. Both descriptive and inferential statistics were used to analyse the data. The results indicated that mere positive perception of the unit's CCMP on its' own will not ameliorate the unit's customer loyalty significantly. It will produce such a result only if this positive view on CCMP helps to make customers more satisfied with the unit's products and services. These influences in the long run will ignite the total contribution of CCMP and customers' satisfaction on customers' loyalty. The study, therefore, recommended to management of the unit to lay much emphasis on customer focus, technology, organisational structure and business processes. This will ensure that customers of the unit have a sense of belongingness and also see their roles and contributions as crucial and indispensable to the success of the unit.

**Keywords:** Customer Care Management Practices; Customer Loyalty; Customer Satisfaction

## **Introduction**

Globally, the effect of water producing enterprises or companies in every economy cannot be over emphasised. They provide opportunities for organisations, businesses, groups and individuals to have access to good drinking water at moderate prices. However, the intense competition in the water business environment has made customers to demand more caring service, hence the need for water companies to be more customer focused than ever (Zineldin, 2009). According to Afriyie, Donkor, Nimsah and Danquah (2016), current customers of water

producing companies in Ghana and other African countries are becoming increasingly sophisticated as a result of the fierce competition prevailing in the sector.

The recent established water production unit of the University of Cape Coast (UCC) which produces good and clean drinking water with the brand name 'U-Splash', has added to the competition that exist in the water business in the Cape Coast Metropolis and beyond. Currently, accessibility, reliability, affordability and quality are some of the critical concerns of water consumers in the metropolis. Some unpublished reports revealed that, some customers of University of Cape Coast Water Unit (UCCWU) [U-splash] usually complained of lack of supply, and delays in supply as a result of breakdown of plants and other machines. The inability of the unit or enterprise management to manage these concerns led to the reduction of revenue (UCCWU, 2017). According to UCCWU (2017), some of the problems are unforeseen and, therefore, demand effective strategies and other contingency measures. One of such measures is the adoption and use of effective customer care management practices (CCMP) by management and staff of UCCWU in order to keep customers satisfied and loyal to the unit. Building customer loyalty through CCMP helps enterprises to meet the demands of our dynamic and technological world (Anabila & Awunyo, 2013; Choi, Raha, Wan, Wan & Siti, 2013).

According to Boohene, Agyapong and Gonu (2013), for organisations to ensure good relationships with customers and potential customers, and to meet the satisfaction drives of customers, there is the need to put in place effective CCMP. An organisation must pay attention to its current and potential customers in order to build effective relationships with them. CCMP is one of the means by which organisations can satisfy customer needs (Krishnamoorthy & Srinivasan, 2013). Basically, CCMP comprised of strategies that are put in place to attract, develop, maintain and retain profitable clients over a period of time. This dynamic has now motivated most enterprises to begin adopting CCMP that are conducive to them.

### **Statement of the Problem**

Conventionally, effective and efficient marketing strategies and customer service were viewed as providing appropriate product at the right place and at the right time. However, current marketing strategies and customer service focuses more on the client and their needs and preferences (Boohene et al., 2013). In the water business industry, the interest, needs and preferences of the customer is considered as the engine of growth. As the saying goes, water is life, and in the marketing of treated, clean and good drinking water, it is advocated that the customer should be the centre of marketing, where his or her needs, tastes preferences should always be at the heart of marketing (Afriyie et al., 2016; Choi et al., 2013).

The ability of UCCWU to satisfy its customer in order to make them happy when dealing with them depends on how well the unit care and relate to them. This however, depends largely on the strategies and practices the unit put has put in place to manage customer care and responses to various offers effectively and efficiently. Customer's ability to get the information and the things they need from their suppliers accurately and promptly can be a factor to an effective and long lasting relationship (Abdul-Alem, Basri & Shaharuddin, 2013). A number of studies have been carried out in developed countries concerning CCMP. There have also been various studies emphasising the importance of CCMP in the production and water

business sectors (Afriyie et al., 2016; Krishnamoorthy & Srinivasan, 2013). However, only few studies have been carried out regarding CCMP in the developing world especially in the water production industry and in Ghana, not to mention UCCWU, Cape Coast.

The general focus of prior research was customer satisfaction and service quality; both can be the result of superior CCMP. Other studies have also established a relationship between service quality, customer satisfaction and loyalty (Anabila & Awunyo, 2013; Zineldin, 2009). However, the current study differs from previous studies, as it identifies the variables contributing to customer loyalty in UCCWU and the influence CCMP have on customer loyalty, taking into consideration the moderating effect of customer satisfaction. This addresses the need for a further understanding of CCMP in the drinking water business industry with particular reference to UCCWU, Cape Coast.

### **Objectives of the Study**

The main objective of the study was to investigate the influence of CCMP on customer loyalty at the UCCWU, Cape Coast, Ghana. The specific objectives were to:

1. Examine customers' view on CCMP of the enterprise (UCCWU, U-Splash).
2. Ascertain the relationships between CCMP, customer satisfaction and loyalty at the UCCWU, Cape Coast.
3. Determine the influence of CCMP on customer loyalty at the UCCWU, Cape Coast.

### **Significance of the Study**

This research makes contributions to CCMP and customer loyalty literature, theory, and practice. The study integrated social exchange theory to capture the essence of CCMP and customer loyalty. In doing so, it demonstrated that whenever customers are satisfied as a result of the adaption of certain practices in the area of customer focus, technology, organisational structure, and knowledge management, they will in turn pay back by being loyal to the organisation. Therefore, for organisations to ensure that their customers are retained, they repeat purchase or do advocacy for them with regard to their products, they must adopt appropriate CCMP that will influence the satisfaction level of customers.

In addition, the findings will help management of the company to adopt appropriate CCMP by ensuring that their activities are customer focus with appropriate adoption of technology, and improvement of the organisational structure. Understanding CCMP and customer loyalty by management of UCCWU would lead to improvements in the satisfaction and loyalty levels of its customers. This would help in retaining customers which will also result in sustainable and increased profit. Also, customer satisfaction has serious implications for relations between the customers and the company. Therefore, the findings of this study would serve as an evidence-based research material to managements of UCCWU to modify their CCMP and policies.

Furthermore, the outcome of this research would contribute to policy formulation and implementation in marketing strategies to achieve customer loyalty in the production sector, especially at UCCWU (U-Splash), Cape Coast. UCCWU can effectively re-strategize to increase its

market share and profitability thereby expanding opportunities for growth through effective CCMP which ensures customer satisfaction and loyalty.

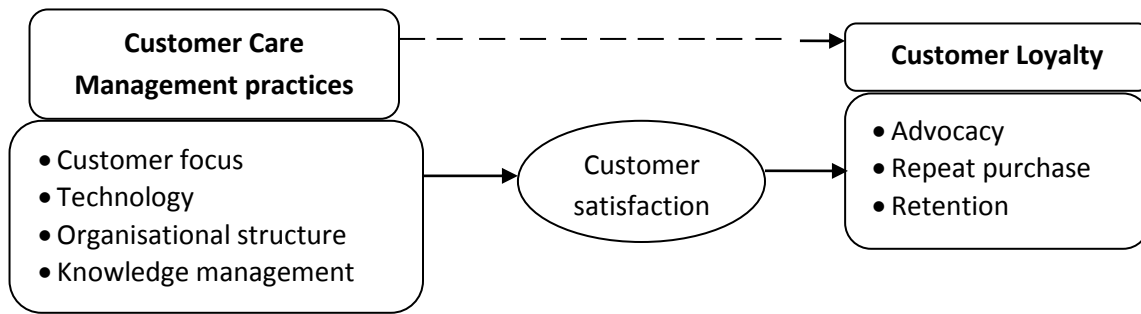
### **Delimitation**

The research was designed to examine the influence of CCMP on customer loyalty at UCCWU, Ghana. The study also considered the various CCMP of the unit. The study was delimited to variables such as CCMP, customer satisfaction and loyalty. The study was further delimited to the views of UCCWU's customers on the issues raised.

### **Review of Related Literature**

The argument of the study was underpinned by the assumptions of the exchange theory which posits that customers attach themselves to an organisation in return for certain services and rewards from the organisation. According to this view, customers become loyal to an organisation with specific wishes, expectations and goals, and are loyal to organisations when their wishes are met by the organisation. Perceptions of favourable swap/rewards from the customers' viewpoint are expected to result in increased loyalty to the organisation (Abdul-Alem et al., 2013). In addition, social exchange theory suggests that customers act in response to perceived favourable conditions by behaving in ways that benefit them and the organisation. Equally, customers hit back against dissatisfying conditions by engaging in negative business attitudes, such as switching, customer dissatisfaction and low loyalty. Therefore, the exchange theory posits that loyalty develops as a result of a customer's contentment with the booty and inducements the organisation offers, rewards that must be sacrificed if the customer switches to another or leaves the organisation.

Empirically, Krishnamoorthy and Srinivasan (2013) asserted that banks should focus more attention on fulfilling its obligations to customers, offer advice on how to invest as these were the predominant variable that would lead to increase customer loyalty. Other researchers also found out that there is a strong positive relationship between CCMP, customer satisfaction and loyalty (Anabila & Awunyo, 2013; Choi et al., 2013). Based on the observations and ideas imbibed from the literature and personal observation and experience made in the field of CCMP of UCCWU, the study carved the conceptual model of the study. A careful analysis of the review of literature suggests that customer loyalty comprises several factors and these factors can be group conceptually into four independent variables: customer focus, technology, organisational structure and knowledge management. Customer satisfaction served as mediating variable with customer loyalty as the dependent variable. The dependent variable was made up of three facets: advocacy, repeat purchase, and retention. The conceptual framework is depicted in Figure 1.



**Figure 1: Influence of Customer Care Management Practices on Customer Loyalty**

Source: Author's construct, 2017

The argument of the study is that if UCCWU's (U-Splash) CCMP such as customer focus, technology, organisational structure, and knowledge management are perceived positively by customers, its customer loyalty will increase. However, this influence is not direct as it seems. It can be seen as complex influence because the fact that U-Splash's CCMP are perceived positively by customers does not mean the unit's customer loyalty will increase significantly as expected. The unit's CCMP must first enhance the satisfaction level of its customers which will in turn strengthen customer loyalty in the long run.

### Research Methods

The researcher employed the use of correlational study design. This design made it easier for the researcher to obtain information concerning the degree of relationship among the variables under study. Correlational research is sometimes referred to as descriptive research because it describes the relationship between variables but in a different way with the use of correlation coefficient (Cohen, Manion & Morrison, 2007). The researcher chose the customers of the UCCWU as her population because they are the most appropriate group of elements to express their view on loyalty of clients in relation to the unit. Furthermore, customers are in a better position to determine whether or not they are satisfied with the UCCWU and ultimately whether they intend to stay with the enterprise or otherwise with regard to their product, U-Splash. Currently, there are about 763 regular customers of the unit (UCCWU, 2017).

### Sample and Sampling Procedure

The sample size for the study was 260. This was chosen using Krejcie and Morgan's (1970) table for determining sample size from a given population. The lottery method of simple random sampling procedure was used to select the sampled respondents. Using this sampling procedure, the researcher was allowed to stand in front of the UCCWU's sales point whilst giving questionnaires to customers based on the lottery method of random sampling. Pieces of paper were cut and put in an opaque polythene bag. These papers were 520 in number made up of 260 'YES' and 260 'NO'. Customers were first approached and were asked individually to select from the bag without looking into it. Those that picked papers that were marked 'YES' were given questionnaires while those that picked 'NO' were not given.

The customers were randomly picked from a homogenous group, using the lottery method. Before picking, the marked pieces of paper of equally sized were folded and put in an opaque polythene bag. Before any new selection, the content in the bag was shuffled and one folded paper was picked by a customer at a time which was drawn without replacement. The process of selection continued until the required sample size (260) was obtained.

### **Data Collection Instrument**

The researcher employed the use of the questionnaire (See Appendix B) in the collection of data because according to Malhotra and Birks (2007), the questionnaire is the most common type of instruments used in correlational research. Again, the questionnaire, on its part is effective when considering a large number of respondents and guarantees respondents' anonymity (Cohen et al., 2007). The questionnaire was in four sections. The first section (Section A) elicited data on CCMP while sections B and C were used to elicit data on customer satisfaction and customer loyalty respectively. Section D collected data on respondents' background characteristics. The responses to sections A, B and C were measured using six-point unilinear scale such that one (1) represents the least agreement to the issues while six (6) represents the strongest agreement to the issues.

After ensuring the face and content validities of the questionnaire through the help of colleagues and experts in the area of marketing, the questionnaire was pre-tested at the Standard Water sales point in the Cape Coast Metropolis. This enterprise was chosen because of its similar characteristics with UCCWU. Thirty customers were chosen at random and issued with the questionnaire. The Cronbach alpha reliability coefficient obtained from the questionnaire was 0.851 which was deemed appropriate (Cohen et al., 2007).

### **Data Collection Procedure**

The main data collection started from 6<sup>th</sup> February, 2017 and was completed on 10<sup>th</sup> March, 2017. On the first day, the researcher introduced herself to the management of UCCWU. After that, she was given permission to stand in front of the unit's sales point to administer the questionnaires at the stipulated time. For a respondent to be selected, the researcher first of all approaches him or her personally to explain the purpose of the study and whether he or she would like to participate. All those that were contacted randomly were exposed to the lottery method of selection. Each of the respondents contacted were asked to pick a paper from the opaque polythene bag that the researcher was holding which comprised of 520 equal pieces of paper where 260 were marked 'No' and the other 260 papers marked 'Yes'. This gave each respondent a fifty-fifty chance of being selected.

After a respondent had selected a particular piece of paper, it was recorded and put back into the polythene bag such that for a new respondent to pick from the opaque polythene bag there was exactly 520 pieces of paper. Those respondents that picked 'Yes' were given questionnaires to fill and returned on the same day. However, those that were not able to fill and return on the same day were asked to do so in their next visit to the unit by giving it to the security man on duty. The questionnaires were later collected from the security section. Fortunately for this study, most of the respondents returned the answered questionnaires on

the same day. The picking and giving of questionnaires continued until the entire required sample was captured. However, some of the most experienced customers were interviewed using the questionnaire as a guide. Out of the 260 questionnaires given out 247 were retrieved, representing 95 percent response rate.

**Data Processing and Analysis**

The data collected were first sorted, coded and processed using the Statistical Product and Service Solutions (SPSS) Version 19.0. The data were coded and entered into the variable view of the statistical software programme. After this, the data were inputted into the data view to complete the keying process. With the aid of the programme, the data were analysed and transformed into tables and extracted for presentation and discussion. Both descriptive and inferential statistics were used for the study. Specifically, mean and standard deviation were used to analyse the data concerning the first specific research objective of the study. Furthermore, inferential statistics such as Pearson product moment correlation and multiple regression analysis were used to analyse data on the second and third specific objectives of the study.

**Results and Discussion**

The rationale for the first specific objective was to examine customers’ view on CCMP of the enterprise (UCCWU). Since the distribution was normal, the mean and standard deviation were used to analyse the data. Four main dimensions (customer focus, technology, organisational structure and knowledge management) were used to measure CCMP. The mean scores of each of the dimensions were pooled together to form CCMP variable. However, each of the dimensions was also made up of multiple items that were used to elicit data on the issue. Based on the six-point numerical scale used, the average response score used in grouping the views of respondent with regard to positive and negative views was a mean score of 3.5. That is  $(1 + 2 + 3 + 4 + 5 + 6) / 6 = 3.5$ . The results showing the views of the customers are shown in Table 1.

**Table 1: Customers’ view on UCCWU (U-Splash) CCMP**

| Dimensions of CCMP       | Mean         | Median | Std. Dev.    | Skewness |
|--------------------------|--------------|--------|--------------|----------|
| Customer focus           | 5.401        | 5.600  | 0.682        | -0.324   |
| Technology               | 5.061        | 5.400  | 0.815        | -0.263   |
| Organisational structure | 4.960        | 5.400  | 0.961        | -0.359   |
| knowledge management     | 4.804        | 5.000  | 0.872        | -0.433   |
| <b>CCMP</b>              | <b>5.056</b> |        | <b>0.832</b> |          |

Source: Field Data, 2017

(N = 247)

As depicted in Table 1, UCCWU’s customers within the Cape Coast Metropolis viewed customer focus strategies of the unit (Mean = 5.401, Std. Dev. = 0.682) to be the most dominant CCMP dimension that they considered most, followed by technology (Mean = 5.061, Std. Dev. = 0.815), organisational structure (Mean = 4.960, Std. Dev. = 0.961), and knowledge management (Mean = 4.804, Std. Dev. = 0.872). All the dimensions of CCMP were rated

moderately in positive terms. The overall average mean scores show that customers generally perceived the unit's CCMP (Mean = 5.056, Std. Dev. = 0.832) in positive terms.

*One of the respondents interviewed stated that organisations that apply CCMP are customer-driven in that all their decisions must take into consideration customers' interest and welfare, and that UCCWU is an exception since it is the only water production company of the UCC and may not necessary need to be in a competition with any of the water production companies in the metropolis. That is why the unit (U-Splash) does not promise superior value to its customers in the metropolis and does not try to deliver the desired satisfaction more effectively and efficiently than the various water treatment and production companies in the metropolis. She added that the unit has not even made any attempt to design its offer in a personalised way to its key customers (March 6, 2017).*

The findings show that UCCWU involves and integrate customers, suppliers and other infrastructural partners into the unit's developmental activities. According to Abdul-Alem et al. (2013), this brings about close interactive relationships with customers, suppliers or other value chain partners of the enterprise. They added that interaction is very important in marketing, and to make interaction fruitful, it is imperative that the two parties; the unit and its customers are actively involved. It therefore, means that it will be appropriate if UCCWU research on the needs of the customer and also the customer should know what the unit offers. The findings also reveal that UCCWU ensures that it puts the unit in the driver's seat with a hunting gun instead of putting the customer in the driver's seat with a hunting gun. In other words, the unit empowers its customers rather than targeting them. As a commercial unit, the UCCWU does not just send mails to inform loyal customers rather, the unit asks its loyal customers what they are interested in, what information they would like, what services they would want, and how, when, and how often they would accept communications from the unit.

Basically, the UCCWU does not rely on information about customers, but rather rely on information from customers. It is therefore, not surprising that the customers perceived the unit's CCMP in positive terms since the unit is in a much better position to make meaningful offers to individual customers with much less waste of the institution's money and customer time. The findings are consistent with the assertions of Choi et al. (2013) who posits that organisations must utilise customer-related information or knowledge to deliver relevant services to its customers.

The second objective of the study focused on the relationships that exist between CCMP, customer satisfaction and loyalty. As indicated earlier, many items were pooled together to form each of the main variables. The Pearson product moment correlation was used to examine the relationships that exist between the variables. The results are presented in Table 2. Table 2 shows that CCMP as a variable had a statistically significant positive relationship with customer loyalty ( $r = 0.259$ ,  $p < 0.05$ ) were statistically significant and positively correlated with customers' loyalty. This means that if customers view the unit's CCMP in positive terms, they will be loyal to the unit. The findings are congruent with the submission of Anabila and Awunyo (2013) who aver that there is a significant positive relationship between CCMP and customer



loyalty. One can therefore, conclude that firms’ ability to make their customers loyal and gain new customers depends on accurate CCMP.

**Table 2: Relationships between CCMP, Customer Satisfaction and Loyalty**

| Variables             | Mean  | Std. Dev. | Customer satisfaction |       | Customer loyalty |       |
|-----------------------|-------|-----------|-----------------------|-------|------------------|-------|
|                       |       |           | r                     | Sig.  | r                | Sig.  |
| CCM practices         | 5.056 | 0.832     | 0.449**               | 0.000 | 0.259*           | 0.013 |
| Customer satisfaction | 4.851 | 0.902     | 1                     |       | 0.559**          | 0.000 |
| Customer loyalty      | 4.961 | 0.901     | 0.559**               | 0.000 | 1                |       |

Source: Field Data, 2017 \*\*p<0.01; \*p<0.05 Where r = Correlation coefficient (N = 247)

Furthermore, as indicated in Table 2, CCMP was statistically significant and positively related to customers’ satisfaction (r = 0.449, p < 0.01). Also, there was a strong and significant relationship between customer satisfaction and customer loyalty (r = 0.559, p < 0.01). This means that if customers perceive the CCMP of the UCCWU positively, their satisfaction with the unit product and services will increase in the same direction. The findings are congruent with the assertions of Choi et al. (2013) who posit that the logic for the implementation of CCMP is its ability to enhance customer satisfaction and increase customer loyalty, thereby improving business performance.

The findings further support that of Choi et al. (2013) who avers that the critical factor to attaining customer satisfaction is good CCMP because a customer who highly perceives the CCMP of an organisation positively or in good terms will exhibit the following characteristics: stay loyal longer, be more satisfied in the company’s product and services, buy more as the company introduces new products and upgrades existing ones, talk favourably about the company and its products, pay less attention to competing brands and advertising, and is less sensitive to price, and cost less to serve than new customers because transactions are routinized.

Two of the respondents contended simultaneously that they *feel satisfied with the unit because the unit ensures that there is high level of customer care, and also it ensures that there is good customer relationship* (March 9, 2017). The views of the respondents are consistent with the assertions of Krishnamoorthy and Srinivasan (2013) who posit that organisations that ensure that clients experience beneficial customised and valuable services end up increasing customers’ satisfaction and decreased prices, which in the long run strengthen customers’ loyalty.

The last objective determines the influence of CCMP on customer loyalty at the UCCWU. A diagnostic test was first conducted to check for multicollinearity among the independent and mediating variables. The test showed that the contribution of the independent and mediating variables on the dependent variable largely is not as a result of the strong association among the variables. Results of the analysis are shown in Table 3.

**Table 3: Influence of Customer Care Management Practices on Customer Loyalty**

| Variables                   | Model One<br>Beta (Std. Error) | Model Two<br>Beta (Std. Error) |
|-----------------------------|--------------------------------|--------------------------------|
| Customer focus              | 0.348 (0.08)**                 | 0.076 (0.03)*                  |
| Technology                  | 0.234 (0.06)**                 | 0.004 (0.02)**                 |
| Organisational structure    | 0.160 (0.07)*                  | 0.058 (0.03)*                  |
| Knowledge management        | 0.153 (0.08)*                  | 0.013 (0.04)*                  |
| Customers' satisfaction     |                                | 0.460 (0.03)**                 |
| Constant                    | 1.140                          | 0.069                          |
| R Square ( $R^2$ )          | 0.341                          | 0.729                          |
| Adjusted R Square ( $R^2$ ) | 0.325                          | 0.708                          |

Source: Field Data, 2017                    \*\*p < 0.01; \*p < 0.05                    (N = 247)  
 Dependent variable: Customer loyalty

As indicated in Table 3, the multiple regression analysis involved testing of two models (Models I and II). In the first model the four dimensions of CCMP (customer focus, technology, organisational structure and knowledge management) were entered as independent variables. All the variables had significant effect on the dependent variable which was customers' loyalty. Specifically, among the four facets of CCMP, the one that influenced customers' loyalty most was customer focus ( $\beta = 0.348 (0.08)$ ,  $p < 0.01$ ); followed by technology ( $\beta = 0.234 (0.06)$ ,  $p < 0.01$ ), organisational structure ( $\beta = 0.160 (0.07)$ ,  $p < 0.05$ ) and knowledge management ( $\beta = 0.153 (0.08)$ ,  $p < 0.05$ ). It is however, significant to observe that the proportional contribution of the four facets of CCMP to customer loyalty variable was 0.341 with an adjusted R Square ( $R^2$ ) of 0.325. This means that the four facets of CCMP are able to predict only 34.1 percent of the variances in customers' loyalty. It therefore, means that besides these variables identified, other variables not yet in the model have a chance of contributing 65.9 percent to customers' loyalty.

In the second model, the variable customers' satisfaction in the UCCWU's CCMP was entered into the first model, and the result was that the beta coefficients of technology, organisational structure, knowledge management remain statistical significance levels while the confidence level of customer focus reduced from 99 percent to 95 percent. Customers' satisfaction ( $\beta = 0.460$ ,  $p < 0.01$ ) was statistically significant when it was entered into the second model, which did change the beta coefficients of the variables in the third model.

This means that customer focus, technology, organisational structure and knowledge management affect the unit's customers' loyalty only when customers are satisfied with the Unit's product (U-Splash) and services through CCMP. The beta coefficients for all the independent variables shrank. The proportional contribution ( $R^2$ ) of the variables entered when customers' satisfaction was added increased from 0.468 to 0.729. This means that the independent variables do not increase customers' loyalty directly and significantly. They do so only when customers are satisfied with the unit's products and services that arises as a result of effective CCMP. Customers' satisfaction has the strongest influence (coefficient is equal to

0.460) on the unit's customer loyalty. The facets of CCMP are, therefore, not enough unless customers' level of satisfaction with the unit's products and services are also high.

Furthermore, the results indicate that mere positive perception of the unit's CCMP on its own will not increase the UCCWU's customer loyalty significantly. It will produce such a result only if this positive view on CCMP makes customers more satisfied with the unit's products and services. These influences in the long run will ignite the total contribution of CCMP, and customers' satisfaction on customers' loyalty. The findings further support the submissions of Choi et al. (2013) who averred that organisations with strong CCMP end up attracting more customers who are satisfied with the organisations' products and services. These influences help the organisations to see a repeated purchase by the same customers and their willingness to recommend the product to other customers without any outright benefits and eventually the repeated usages which would generate positive and quantifiable financial results (Anabila & Awunyo, 2013). This shows that customer satisfaction is closely linked to market share since it helps in boosting customer loyalty to the firm.

### **Limitations**

The research was faced with limited access to literature information on the customers and the enterprise (UCCWU). Again, the study assumed that the selected customers of the UCCWU had sufficient knowledge and understanding of the concepts which are CCMP, customer satisfaction and loyalty, and what is expected of them was to answer the items in the questionnaire accurately and truthfully, but this was not verified. In addition, the findings and conclusions of the study may not be projected for the future since issues related to CCMP and customer loyalty keep changing with time.

### **Conclusions**

In today's dynamic global business environment, CCMP play a critical role in building a competitive advantage in the water production industry. The study concludes that when customers of the UCCWU perceive the unit's CCMP such as customer focus, technology, organisational structure and knowledge management in positive terms, they are likely to be satisfied with the unit's products and services. These dynamics will translate into them increasing their loyalty to the unit. It is therefore, necessary for management of the unit to strengthen the unit's CCMP and also enhance its products and services, since this will help in boosting customers' satisfaction and loyalty to the unit significantly in the long run.

## References

- Abdul-Alem, M., Basri, R., & Shaharuddin, T. (2013). Assessing the influence of customer relationship management (CRM) dimensions on organisation performance: An empirical study in the hotel industry. *Journal of Hospitality and Tourism Technology*, 4(3), 228-247.
- Afriyie, A., Donkor, P., Nimsah, W. K., & Danquah, B. A. (2016). Customer complaints management practices on service performance of the public sector in Ghana: The case of Ghana Water Company Limited. *American Scientific Research Journal for Engineering, Technology, and Sciences (ASRJETS)*, 17(1), 307-317.
- Anabila, P., & Awunyo, D. (2013). Customer relationship management: A key to organisational survival and customer loyalty in Ghana's banking industry. *International Journal of Marketing Studies*, 5(1), 107-117.
- Boohene, R., Agyapong, G. K. Q., & Gonu, E., (2013). Factors influencing the retention of customers of Ghana commercial bank within the Agona Swedru municipality. *International Journal of Marketing Studies*, 5(4), 82-95.
- Choi, S. L., Raha, K. F., Wan, K., Wan, I., & Siti, Z. A. (2013). Impact of CRM factors on customer satisfaction and loyalty. *Asian Social Science*, 9(10), 1-12.
- Cohen, L., Manion, L., & Morrison, K. (2007). *Research methods in education* (6<sup>th</sup> ed.). New York: Routledge.
- Krejcie, R. V., & Morgan, D. W. (1970). Determining sample size for research activities. *Educational and Psychological Measurement*, 30(3), 607-610.
- Krishnamoorthy, V., & Srinivasan, R. (2013). Impact of customer relationship management on loyalty in Indian banking sector: An empirical study. *International Monthly Refereed Journal of Research in Management and Technology*, 4(1), 12-25.
- Malhotra, N. K., & Birks, D. F. (2007). *Marketing research: An applied approach* (4<sup>th</sup> ed.). London: Prentice Hall.
- University of Cape Coast, Water Unit [UCCWU]. (2017). *Annual report*. Unpublished report, University of Cape Coast, Cape Coast, Ghana.
- Zineldin, M. (2009). Quality and customer relationship management as competitive strategy in the Swedish banking industry. *The TQM Magazine*, 17(4), 329-344.